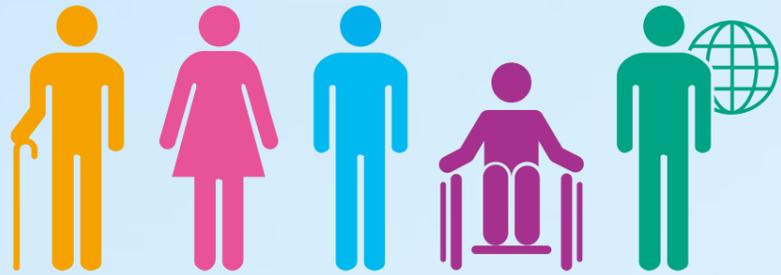


## Increasing Attention towards Diversity Management

# Why does



# “diversity” make companies stronger?

How can companies fully utilize the potential and resources of their employees, and link them to specific achievements?

Now, an increasing number of companies are directly addressing this question and taking original approaches to answering it.

The key word is diversity. It is becoming the source of competitiveness.

The phrase “diversity management” is everywhere in the media recently. This strategy of making full use of the potential of human resources in all the varieties available to create innovation and generate value and providing opportunities for people to exercise their potential to the fullest extent possible, is an important factor that supports the “three arrows of Abenomics” (Prime Minister Abe’s growth strategy), which upholds concepts such as “women’s social participation” and “realizing various and flexible ways of working.”

Pioneering companies, regardless of their size, are already conducting this kind of management. In line with their amazing achievements, the Ministry of Economy, Trade and Industry (METI) launched the “Diversity Management Selection 100 project.” This project aims to support diversity management efforts by collecting best practices and disseminating them broadly to the public.

The background of this increasing focus on diversity management is definitely leading to changes in the business environment as well as market trends amid globalization. In order to respond to increasingly diverse needs of clients, suppliers of products and services are required to create innovation based on the fusion of human resources and the various values that come with this potential.

On the other hand, a variety of perspectives and ideas also contribute to reacting flexibly to the changes in the market environment, as well as to turning risks into opportunities. Further, investors both in Japan and overseas are beginning to recognize diversity management as a requirement of sustainable management. That is to say, diversity oriented management has become a basic and critical strategy or principle, allowing enterprises to survive through maintaining a competitive advantage.

### Improved corporate image

The implementation of diversity management may improve your company’s presence and image in the public eye. Products and services developed in the presence of diversity management may be more popular in the market and lead to the improvement of customer satisfaction.

### Effect within the workplace

By improving a workplace environment so that people can reach their full potential, employees become more motivated. With individual employees being able to maintain high levels of motivation, workplaces will develop into more worthwhile environments.

### The results of diversity management!

### Product innovation

Diversity management has an effect on the process of developing new products or services, or adding improvements to existing products and services. With diverse human resources bringing their experience and knowledge in different fields together, new ideas will be generated, which helps to produce innovative products or services that never exist before.

### Process innovation

Diversity management has an effect on generating new or revamping old business processes such as development, manufacturing and sales of products/services. By pursuing a working environment as well as working styles wherein people with various values and different backgrounds can reach their potential, efficiency and creativity can be improved.

However, with the promotion of diversity management, it is important to clearly identify the role of diversity in a strategy towards enhancing corporate competitiveness, rather than making it the goal to simply increase the variety in employees. How does having diverse human resources lead to new value creation? We will find out through the practical approaches taken by companies in the pages that follow.



CLICK! Diversity Management Selection 100

Report on actual practices

Tenhiko Industrial Co., Ltd.

## Secret of success in online sales business doubling the ratio of overseas sales

Tenhiko Industrial is a company with a history of about 140 years, processing and selling special steel. Although the percentage of male workers tends to be larger in the steel industry, 10 out of 38 employees in Tenhiko Industrial are women. With the trend of customers increasingly moving overseas, in 2008 the company started an online sales business targeting overseas markets, led by a team of women proficient in foreign languages, and succeeded in expanding its sales channels. Overseas sales, which had been limited to about 15%, increased to about 30%. The businesses in which Tenhiko Industrial's partners are engaged are also diversifying. We asked President Tomoo Higuchi about the background to discovering new business.

After we started the online sales business with the women's team, we received several hundred inquiries in just a few months. Some were from companies in businesses we had never worked with before, such as chemical or food businesses, which led to the discovery in new needs. The success rate of cold calling is about 3/1000 in the steel industry, but the online inquiries have a higher success rate

because they include more inquiries with clearer purposes. While there are a large number of inquiries, women in the team handle them carefully, even in cases of small lot orders. Many of these cases develop into continuous orders or large transactions, with professional responses winning the confidence of the client. What triggered us to start this new business was that a woman who used to be in charge of trade operations came back from maternity leave (she was the first employee in our company to take maternity leave). Because a newly recruited employee had already taken over her original work, I told her about an idea I had considered for a long time, which was to start something new via the Internet in order to expand our sales channels abroad. She prepared and presented a plan for the overseas online sales business, including the budget and technical issues. Therefore, we hired human resources fluent in a foreign language, and decided the minimum necessary regulations on critical matters, including payment. As for the rest, I tried to limit restrictions as much as possible. In fact, I had never been especially aware of "diversity management" before. The team is comprised of women only, but that is simply because the human resources fluent

in a foreign language in our company were all women, instead of men, who are perhaps more inclined towards larger companies. I believe they received a lot of help from their senior male associates who enthusiastically passed on their sales know-how about special steel, which has various processing methods, resulting in the smooth operation of the website. The women employees of the team were also enthusiastic about studying new things and expanding their work coverage.

Developing systems is important for diversity management. However, it is first critical to develop the culture within the company. In our company, the employees are encouraged to actively take leave, not only maternity leave, childcare leave, and leave for nursing care, but also on occasions such as their children's entrance and commencement ceremonies. There are also male employees who took childcare leave or leave for nursing care. We had been gradually developing a variety of policies according to the situation of employees and the actual workplace. The basis of the management of our company is the philosophy of putting employees first. Although customer satisfaction is the major premise of business, it is difficult to provide excellent service if the employees or their families are not happy. Because everyone takes leave depending on their particular situation, everyone else will work a little harder to

**Tomoo Higuchi**  
President and Representative Director

Tomoo Higuchi joined Asahi Steel Co., Ltd. (now Metal One Specialty Steel Corporation) in 1973, after graduating from the Faculty of Business and Economics of Kinki University. He joined Tenhiko Industrial Co., Ltd. in 1977. After becoming Director in 1987 and Executive Director in 1997, he assumed the post of Representative Director in 2005.



make up for the absence while someone is on leave. Then, the employee who took leave tends to work twice as hard on the next day. I believe that developing such a culture of mutual reliance within the company invigorates the entire company.

CLICK! ● Tenhiko Industrial Co., Ltd.

### Thoughts from the actual working site

Because there is a culture of mutual reliance, all employees can reach their potential.



● Yumiko Takenaka, Senior Staff, Overseas Sales Division, Sales Department (left)  
Yumiko Takenaka is in charge of trade operation. She mainly handles transactions with Southeast Asia and Thailand markets.

● Shino Higuchi, Overseas Sales Division, Sales Department (center)  
Shino Higuchi is in charge of responding to domestic and overseas inquiries via the company website.

● Takao Yamakawa, General Sales Manager under the President (right)  
Takao Yamakawa was responsible for the Overseas Sales Division until March 2014.

Your company was selected as one of the Best 100 Companies for Diversity Management.

● Takenaka: Although this industry is generally considered a man's world, this company does not draw lines between men and women. The company respects the opinions of individual employees, and we are given opportunities to do the work we want to. My senior female associates often go overseas on business. I am also learning a good deal from this workplace, and hope to utilize the experience in my next work.

● Higuchi: I feel rewarded because the company leaves the work up to me, and I am free to try many things on my own. Although I felt a kind of pressure at first, people around me were all very supportive. I think everyone can improve their skills within their own work.

● Yamakawa: For instance, in our overseas business partners, women have had management positions for a long time. In Japan, there are cases where the family circumstances of employees including childbirth, elderly care and others, may impose limitations on their work, regardless of their gender. I think diversity management is about providing support for those kinds of limitations as a company.

Is there any part of the atmosphere that you feel makes it especially comfortable to work for this company?

● Takenaka: The president always says that those in the management position should

communicate with their subordinates as much as they can. I feel that the seniors take care of their subordinates, or colleagues take very good care of each other in this company, and feel they can rely on each other. There are also company events wherein employees' families can get together, which helps create the atmosphere that we should help each other out, when someone needs leave.

● Yamakawa: We didn't use to be able to take leave for our children's entrance and commencement ceremonies, which was completely normal. Maybe there was also an atmosphere making you feel bad about wishing to work a reduced schedule even if you wanted to raise your children while continuing to work. Now the times have changed, and our company especially has a culture that makes it easy to respond to change. I think it was critical that the company already had the atmosphere of mutually supporting each other's work.

● Higuchi: If someone takes care of my work during my time off, I will be willing to return the favor through my work. Also, the company expects us to further improve our skills, so there are many people who try to improve on their own strengths. Because we understand each other's characteristics, strengths and weaknesses, we can supplement each other. The fact that there is a foundation of mutual support is something I am grateful for.

Make combinations!



# What are the right combinations of approaches by each company and business results?

The following examples show the approaches taken or the products developed by the winners who were selected in the Diversity Management Selection 100, and the results they achieved. Draw lines to make appropriate combinations of approaches/products on the left and results on the right.

Approaches taken/  
products developed

Business  
effects



**1**  
Confirm the possibility of flexible working style by setting a day when all employees work from home.



**2**  
Car with parking support functions. The doors open very wide, to an angle of 85 degrees.



**3**  
A house that takes women's feelings into account, incorporating the opinions of *rikejo*, women in the science and engineering fields.



**4**  
PC for women, designed by women, with consideration for women with long fingernails.



**5**  
Different working styles such as "work-oriented" and "life-oriented," that can be selected voluntarily.

**Company A** With employees being able to select their working style according to changes in their lifestyles, **the turnover rate decreased!**

**Company B** Succeeded in **getting out of a price competition** with nomination buying from women consumers!

**Company C** **Productivity increased** by allowing everyone to work without time and place restrictions!

**Company D** Customers approved of the designs that carefully considered storage or work flow, which **stimulated sales!**

**Company E** **Achieving strong sales** by winning support from women, who actually decide on purchases!

Check the answers and explanations.

**It produces benefits in a variety of aspects of business, including sales, productivity and retention rate!**

**Company A** **Cybozu, Inc.** **Process innovation** **CLICK!**

Job separation rate that used to be as high as 28% declined to 3.9%. Recruitment cost per employee was reduced to one third, and the education cost was halved.

At Cybozu employees choose from three work styles defined by the "selective working system": "PS2" (work-oriented style, work regardless of time restrictions), "PS" (work-life balance style, with some overtime work), and "DS" (life-oriented style, work a fixed or reduced schedule). There is also a system of childcare leave or leave for nursing care for as long as six years, and a mechanism wherein employees can work without time and location restrictions, to offer an environment where talented human resources can work for a long period. As a result, the annual turnover rate, which was as high as 28% at its peak, dropped to 3.9%, also with a significant reduction in recruitment and education costs.

Answer ..... **5**

**Company B** **Fujitsu Limited** **Product innovation** **CLICK!**

The ratio of female customers is around 80%, about double the rate for other personal computers. Nomination buying worked to minimize a decline in price and contributed to the company's profit.

Fujitsu promoted a new approach in product development as part of their diversity management, and succeeded in developing Floral Kiss, a laptop computer for women. The development started when the needs of the company, which wanted to exit a price war by winning nomination buying, and the wishes of female staff members, who wanted to make personal computers that they would like to have, came together. Design that focused thoroughly on what women like, such as a shape compatible with long fingernails and the use of rhinestones, proved to be effective and resulted in a product not prone to price collapses, even if higher-priced than the average product of the company. The product was also covered a lot in the media including magazines, and contributed to improving the brand image.

Answer ..... **4**

**Company C** **Microsoft Japan Co., Ltd.** **Process innovation** **CLICK!**

The difference between genders in terms of employee turnover narrowed—the rate for women was previously 1.8 times higher than that for men. Productivity per hour also increased by 17.1% in two years.

Microsoft Japan, which set a day for all employees to work from home after the Great East Japan Earthquake and realized how effective that was, set an ongoing "telework day" when all employees of the company work from home. It changed the thinking that "we have to go to the office to work." With a flexible working style becoming increasingly widespread, the ratio of women engaged in sales, marketing and technical work exceeded that of the industry average. The innovation in working style resulted in narrowing the difference between genders in terms of employee turnover. In addition, the per-hour productivity of employees increased by 17.1% in two years.

Answer ..... **1**

**Company D** **Shigematsu Construction Company** **Product innovation** **CLICK!**

Amount of sales by the women's team accounts for about half the total. The hit product also worked to increase the number of concluded contracts.

In the construction industry, where male workers represent the overwhelming majority, Shigematsu Construction actively placed women in posts such as site supervisor and sales representative. New customers are found and clients are followed-up from a unique perspective that may be difficult to provide with only male staff. Currently, sales by female-led teams account for about half of the total. Female employees are also involved in the planning of new products. "A house that takes women's feelings into account," which addresses the need for easier cleaning and less trouble with storage space, is one of the successful cases of such an approach. The number of concluded contracts for the product is growing steadily, contributing in the increase of customer satisfaction.

Answer ..... **3**

**Company E** **Nissan Motor Co., Ltd.** **Product innovation** **CLICK!**

Product planning and designing from the perspective of women are supported and the product continues to maintain the top position in unit sales!

Nissan took careful notice of the data showing that women's opinions are reflected in about 60% of the cases of deciding which car to purchase. The product planning for the second-generation "Nissan Note" was led by a female staff member, and various ideas that would possibly not have arisen within a male-only team were incorporated. For example, the car incorporates an "around view monitor" that is usually equipped only on high-end cars and large-sized vehicles. Also, the rear doors open to an 85 degrees angle, so that passengers can get in and out while holding children. As a result, the Nissan Note is maintaining the top position among gasoline vehicle registrations in terms of new car sales in Japan (as of May 2014, data by Nissan)

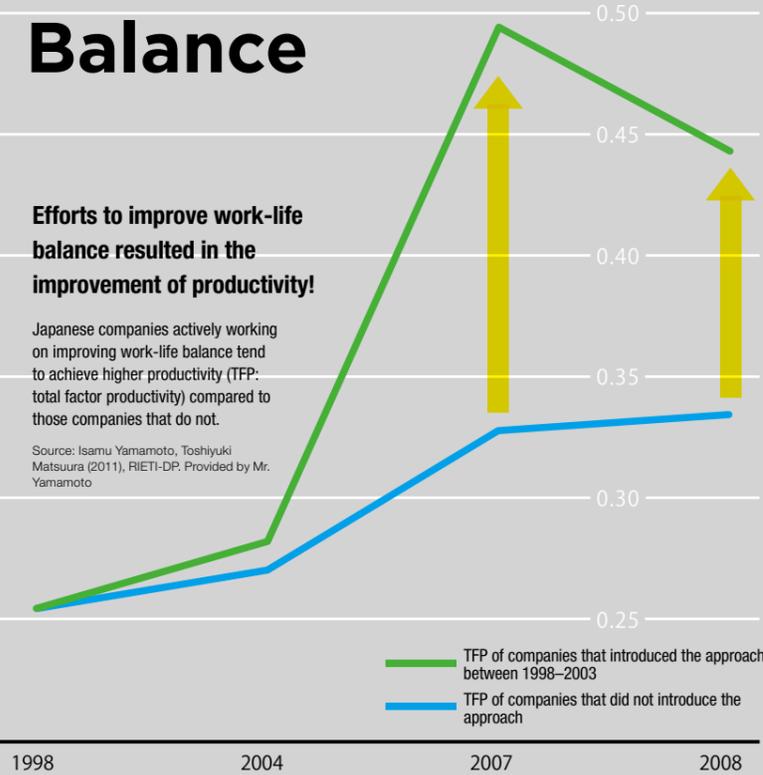
Answer ..... **2**

# Work Life Balance

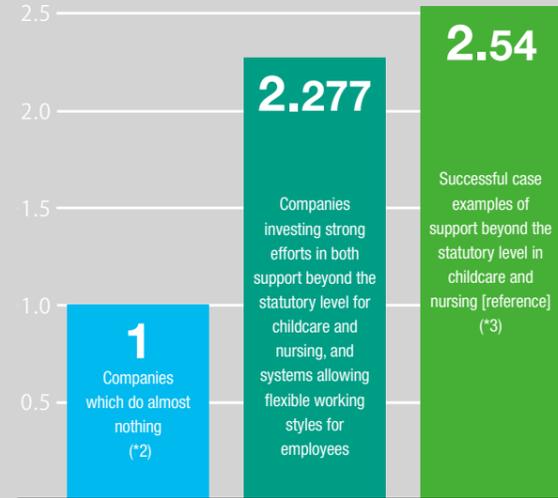
## Efforts to improve work-life balance resulted in the improvement of productivity!

Japanese companies actively working on improving work-life balance tend to achieve higher productivity (TFP: total factor productivity) compared to those companies that do not.

Source: Isamu Yamamoto, Toshiyuki Matsuura (2011), RIETI-DP. Provided by Mr. Yamamoto



# Women



## Higher productivity (\*1) of companies where everyone can feel comfortable working

The productivity of Japanese companies that are creating a workplace that supports childcare and nursing care and allows for flexible working styles is more than double than companies that do virtually nothing in this regard.

\*1: Gross operating income per hour of the working hours of permanent employees. \*2: "do almost nothing type" = Companies putting less effort into both the support beyond the statutory level for childcare and nursing care, and the system allowing a flexible working style for employed people. \*3: "Support beyond the statutory level in childcare and nursing care" = The impact of support for childcare and nursing care is categorized by staff in charge of personnel affairs into "successful," "unchanged" and "failure." Many of the "successful" companies are highly conscious of efforts to utilize human resources, and take active approaches to diversity management, such as setting up promotion headquarters.

Source: RIETI BBL (December 21, 2011) *Correlation between the Company Performance and Work-Life Balance or the Utilization of Female Human Resources: Findings from Companies Survey by RIETI*, Kazuo Yamaguchi, professor at the University of Chicago and visiting fellow of RIETI. (Prepared based on a portion of the analysis of data on Japanese companies in the *International Comparison on the Balance of Work and Life*, Research Institute of Economy, Trade and Industry, 2009)

The top grossing 25% of companies have the highest ratio of female directors (\*1)

Companies without female board members

## Management index is better for companies where women have an active role!

Among overseas companies, companies with more female board directors or executive officers outperform others with no female board directors or executive officers in management indices.

\*1: Top quarter: group of top 25% companies with the highest ratio of females in the board of directors in the same kind of business. \*2: ROE: the average of 279 companies for the period from 2007 to 2009 is calculated. \*3: EBIT: sample of 231 companies excluding banks, insurance companies and financial service companies. Note: The survey coverage is six European countries (UK, France, Germany, Spain, Sweden, Norway) and BRICS (Brazil, Russia, India and China)

Source: McKinsey & Company *Women Matter*, (2010)



## Companies with female board directors or executive officers are better in terms of stock performance!

The stock performance of companies with female board directors or executive officers show a smaller range of decline after the bankruptcy of Lehman Brothers and tend to recover earlier, compared to the market average.

(Note) Female Directors Portfolio covers 56 companies on the first section of the Tokyo Stock Exchange with female board directors or executive officers as of the accounting period ending in 2010. Source: Prepared by Daiwa Institute of Research Ltd. based on information from Bloomberg, Tokyo Stock Exchange, etc.



Hearing from the expert of diversity management

# Necessary steps to achieve results

While the details related to approach, methods and achievements of diversity management differ greatly, what are the main points in creating value from this effort? We interviewed Professor Hiroki Sato, who is the Chairperson of the examination committee of the Diversity Management Selection 100.

"'Diversity management' could also be termed as 'the right person in the right place.' It doesn't need to be too difficult," says Professor Sato. True, providing appropriate positions and work matched to the abilities and qualities of employees is basic management. So why is diversity management attracting so much attention recently?

Professor Sato continues, "It is because the composition of human resources itself within a company is definitely changing. Even so, if a company sticks to the old idea of "a Japanese male full-time employee who can work overtime or get transferred" and tries to find an adequate person only within such a framework, the company will not be able to capitalize on the potential ability of many other people. While the employment rate of women is increasing, the working population is diminishing. In such context, Japanese companies are gradually realizing that 'something must be done.' That is one aspect of the background to the substantial attention given to management capitalizing on diversity."

## It is also important to "share values."

Diversity management is about human resources with different values becoming the source of competitiveness. Professor Sato points out, however, that for its potential to be fully exerted, "it is also important to share the values... For example, a firm management philosophy and purpose. If these are not present, it is possible that differing opinions and ideas cannot be incorporated, and will even work adversely to make the organization fall to pieces. Making decisions is the key to management, and in order to make a decision, you need a steadfast foundation to stand on." This means, as expected, that diversity management is merely a method for securing a competitive advantage, rather than the purpose of management. The management strategy comes first, and in order to realize it, the company utilizes a variety of human resources and fully utilizes their potential. Diversity management will not work by simply collecting a large variety of human resources.

Professor Sato continues, "For example, a company makes a project team consisting of only women. Some people misunderstand that this alone is diversity management, but that is not true. Why women-only? If there is no definite intention there, that is still a rigid style of human resource utilization—merely replacing men with women. In order to achieve the goal, you must find the right person among the diverse human resources for which the old framework is cleared away. This is the right person in the right place that is required."

As shown above, some data implies that the practice of diversity management works favorably for business. Naturally, the existence or degree of effect can vary among different companies. However, "at the least, companies that cannot

utilize diverse human resources are narrowing their chances of growth," points out Professor Sato. Since diversity management is merely a method, results differ depending on how it is used. Its value will change largely depending on whether it can be wisely aligned with the company's management strategy.

## What is important for putting diversity management into practice?

- 1 Understand that diversity management is about allocating the right person in the right place.
- 2 However, avoid the stereotypical way of thinking when setting a framework for finding the right person.
- 3 Never forget that it is a "method" to realize the management strategy.
- 4 Understand that the diversity of human resources will expand the opportunities for growth.

Look here for more detailed information on the idea and practice of diversity management!

[CLICK!](#) Collection of best practices of Diversity Management Selection 100, FY2013



## Hiroki Sato

Chairperson of the Examination Committee for Diversity Management Selection 100. Professor, the Institute of Social Science, the University of Tokyo

Hiroki Sato earned credits for the doctoral course at the Graduate School of Social Sciences, Hitotsubashi University in 1981. He assumed the present post after serving as a researcher at the National Institute of Employment and Vocational Research (now the Japan Institute for Labour Policy and Training), and professor at Hosei University. His major is human resources management theory.

[CLICK!](#) The Institute of Social Science, the University of Tokyo Hiroki Sato

## Please rewrite these success stories so that they fit into your own company and put them into practice.

Diversity Management Selections 100 conveys various approaches taken by different companies. The Best Practices also summarizes the background of these approaches and the keys to success. We interviewed Ms. Kana Kobayashi of the Economic and Social Policy Office, who is in charge of the compilation, about the project.

### The initiative of Diversity Management Selection 100 started in FY2012.

**Kobayashi:** It is scheduled to select 100 companies which increased their business value in a period of just a few years. I was transferred to this office just as this project was about to begin, and we started by deciding what kind of people we should select for the Examination Committee. Thereafter, procedures for applications were decided in the Examination Committee, and candidate companies were recruited. The companies to be awarded are decided through screening of documents and interviews. The details of the approaches taken by the companies are compiled in the Best Practices, which was also scheduled to be published in book form. In order to make this a practical

and convincing resource, it is necessary to specifically show the types of advantages diversity management provides, including quantitative evidence. This will be further clarified if the track record of success can be outlined in the format of a story, including information such as the situation the company was originally in. We put a great deal of effort into interviewing each company to hear specific stories onsite. Actually, it is often difficult to notice the truly great aspects of a company from within. Therefore, we carefully delved into the cases for each company, asking, for example, "Did you have experiences like this?" or repeatedly communicating with the person in charge of the company to confirm specific figures.

### We realized that persistent companies are succeeding.

#### Was there anything that left a strong impression while getting to know the approaches of each company?

**Kobayashi:** First of all, I was surprised at the variety of exceptional companies, regardless of their size, all over Japan. I have seen a lot of statistical data showing the significance of diversity management, but I was somewhat skeptical about whether the companies actually made use of the full potential of the individual members of the organization. However, in fact, employees were highly valued in all companies, given responsibility, worked unconstrained and used their abilities while also helping each other. There were many companies that I actually felt like joining. I also realized that companies that are persistent in continuously implementing measures ultimately succeed. Therefore, it is important to recognize diversity

management as a "human resources strategy reinforcing the competitiveness of companies," and to position it firmly in the context of management strategy. As with many of the approaches related to human resources, you cannot expect an immediate return. You need to take a long-term view. If diversity management is considered clearly in the context of long-term management strategy, it should serve as motivation to maintain the necessary effort to use trial and error to continue to refine the best practices. Therefore, I would be glad if the Best Practices were read from the perspective of "how will this work in our company?" and incorporated the essence of the approaches, rather than simply introducing the cases of other companies as they are.

#### What were the reactions to the announcement of the award-winning companies?

**Kobayashi:** University students were also invited to the awards ceremony, and they told us that it was helpful for their

The Economic and Social Policy Office is encouraging the efforts of companies through projects such as the Diversity Management Selection 100 and Nadeshiko Brand, by broadly disseminating the effort of companies which actively utilize diverse human resources, including women.



**Kana Kobayashi**  
Assistant Director (in charge of gender equality and child rearing)  
Economic and Social Policy Office, Economic and Industrial Policy Bureau, the Ministry of Economy, Trade and Industry

# NADESHIKO Brand

## Select enterprises that are actively promoting women and raising interest toward investment.

The Nadeshiko Brand is an initiative that METI and the Tokyo Stock Exchange jointly inaugurated in FY2012 for the purpose of selecting and publicizing enterprises that encourage empowerment of women. The companies are selected from the total of approximately 1,750 of all companies listed on the First Section of the Tokyo Stock Exchange. Policies and commitments, Content of Practices, and actual performance in promoting women's success are evaluated from two perspectives, namely the promotion of women's careers, and support for maintaining a balance

between work and family. By selecting companies that are actively promoting women's careers and introducing them to investors, the project aims to raise interest among companies towards such investment, and to accelerate the promotion of women's careers within the companies. In March 2014, 26 companies were selected to be included in the Nadeshiko Brand for FY2013, and a synergic effect is expected with the completion of the Best 100 Companies with Diversity Management.

CLICK! ● Nadeshiko Brand



# Girls 1 Day

## Consider the careers of women through dialogue between working adults and students



On August 24, 2013, an event "Girls 1 Day" was held in Chiyoda-ku, Tokyo, offering opportunities for exchanging views on career design between female employees working at award-winning Diversity Management Selection 100

companies, high school students and university freshmen and sophomores. On the day, women working in various industries, including manufacturing, finance and information, shared their experiences with about 340 participants through presentations and roundtable dialogues. There were many responses from participants who felt that it was a good opportunity to consider their career after hearing about people who are able to continue working even after getting married and having children. This event, hosted by Mynavi Corporation, will be held again on August 23 this year.

CLICK! ● Girls 1 Day: a career design event for female high school students and university freshmen and sophomores



job search activities, knowing that there are many attractive small- and medium-sized enterprises. As for some of the award-winning companies, their media coverage increased and contributed to their recruitment of excellent human resources. How to utilize people, who are the basis of every company, is a common challenge for all business types. In order to survive international competition in the future, a company must secure the best human resources and fully utilize their potential and maintain their motivation. While the productive population in Japan is set to decline to less than 80 million people, it is unrealistic to stick to the conventional concept of "male, full-time employees and long hours."

In addition to the enthusiasm of the top management and a system supporting this enthusiasm, cooperation from others is also essential for diversity management. However, if the approach succeeds, not only the person who was given the opportunity to act, but the entire company, will be invigorated. In fact, I have heard that in some of the companies which received awards, the efforts of diversity management also stimulated people around those who were directly involved, resulting in changes in the overall atmosphere of formerly under-performing companies, leading them to start new projects and actively pursue new business partners. I feel rewarded by this work, being able to contribute to strengthening the competitiveness of Japan, even if only slightly, through this promotion of diversity management.